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DRAFT  
4 January 1956 (Revised)

CAREER DEVELOPMENT IN THE GEOGRAPHIC AREA

A. Overall Goals and Policy 1/

The goal of the Geographic Area Career Development program is the maximum development of our human resources, with associated growth of morale, quantity and quality of work accomplished, and flexibility and efficiency of organization. This career program will enable each employee to develop in such fashion that he or she makes the greatest possible contribution to the effective functioning of CIA.

The major elements for accomplishment of career development are the basic planning of the program, the drive, capability and motivation of the individual and the quality of the supervision. These make possible individual development on the job and through training in the field and in the classroom. In the Geographic Area most of the development will take place on the job, where the capability and motivation of the individual together with the quality of supervision will be significant factors. The quality of supervision determines much of the employee's reaction to the job and career, and the supervisor also provides day-to-day career guidance as well as much of the data for assessment of an individual's potential.

1/ "The basic personnel management policy of the Central Intelligence Agency contemplates a progressive program that identifies, develops, effectually uses, and rewards individuals who have qualifications required by the Agency; motivates them toward rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who fail to perform as effective members of the Agency. This policy will be implemented through the career program which is applicable to all U. S. citizens who are staff employees or staff agents of the Agency, whether on duty in headquarters or in the field." (CIA Regulation R 20-110, p. 1, para. 2, dated 15 December 1955.)

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Each of the four divisions of the Geographic Area is staffed mainly by geographers, yet the duties and functions of each division are quite different and, as a result, employees develop along different lines of specialization. Within each division there is considerable opportunity for progress for those who are willing to link past education and experience with the on-the-job experience, and to supplement those qualifications with additional training and the rendering of an excellent on-the-job performance. Individuals should recognize, however, that this is of necessity a competitive situation, and that quality of performance and potential for higher responsibilities are factors that must be considered by supervisors and division chiefs.

In addition to development and progress within a division, there is opportunity for individuals, in most cases at grades below GS-11 but in some cases at higher grades, to move from one division to another within the Geographic Area. Any such transfer that will be beneficial to the individual and to the Geographic Area is considered desirable. Career guidance with respect to transfers, as in all phases of career development, is the responsibility of supervisors, and they must, of necessity, be concerned not only with the benefits to their branch or division but also with the benefits to the individual, to the Geographic Area, and to all of CIA. Desires for moves of this type should be brought to the attention of branch or division chiefs, and the individual will then receive full consideration when vacancies occur. Above GS-11, due to subject specialization, flexibility decreases and transfers are usually related to administrative abilities of the individual.

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When it is felt that an individual has achieved his maximum development and personal progress within the Geographic Area, there are still possibilities for progress within other components of the Agency. Well-trained Geographic Area personnel have opportunity for transfer as intelligence officers to other parts of ORR and to OCI, OO, ONE, OSI, and DD/P; librarians have possibilities in OCR and in the Office of Training; and cartographers have opportunities in other highly specialized types of work in the Agency.

The Geographic Area policy recognizes the following general methods of career development.

1. Development of the individuals' capacity to handle his present job.
2. Through sympathetic supervision and career guidance, assist the individual to develop his career within the division so that he becomes able to handle higher responsibilities and make the greatest possible contribution to the effective functioning of his division. In addition, supervisors will guide individuals in making contributions, related to their normal fields of responsibility, to other parts of CIA and the U. S. Government. These contributions may come as an outgrowth of field experience or a special competence resulting from some unusual activity and may provide certain individuals with opportunities which would not otherwise develop.
3. Through sympathetic supervision and career guidance, assist individuals who might perform more effectively in another division to move out of their present division to an appropriate position elsewhere in the Geographic Area.

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4. For the few whose capacities develop beyond any Geographic Area assignments, assist them through sympathetic top-level supervision and career guidance to move outward and upward to Agency positions commensurate with their capability.

All of these types of career development must take place in an environment of proper supervision at all levels and of practical availability of opportunities for increased responsibilities and whatever training is needed, whether field experience for area knowledge or academic training for new tools such as languages and research techniques.

B. Divisional Programs

Within the Geographic Area most of the personnel are considered as geographers, cartographers, photo intelligence officers, and librarians. For career development purposes, these are further subdivided into a number of position categories. <sup>1/</sup> These do not include a number of categories, such as editors, special assistants, clerks, typists, administrative assistants, secretaries, and various special jobs occupied by only one or two persons. In view of the fact that editorial and special assistant positions are closely related to the major categories and vary only in minor detail, there does not appear in this paper the step by step presentation as for the major categories.

1/ Major Position Categories:

- a. Branch Chief, D/GC
- b. Senior Cartographer, D/GC
- c. Cartographic Compilation Aid, D/GC
- d. Cartographic Draftsman, D/GC
- e. Branch Chief, D/GG
- f. Senior Analyst, D/GG
- g. Branch Chief, D/GL
- h. Librarian, D/GL
- i. Geographer Area Desk Officer or Reference Geographer, D/GL
- j. Branch Chief, D/GP
- k. Senior Analyst, D/GP

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The other positions (clerks, typists, administrative assistants, secretaries and various special jobs) are not related too closely to the major categories and no attempt has been made to detail career development in terms of experience, requirements, training, and qualifications. Career progression for these positions may lead to the top positions in these functions but beyond that must be dependent upon meeting job specifications for positions in the major categories. Supervisors will make themselves available to discuss career development in any of the above types of jobs.

The requirements for career development leading to supervisory positions in each of the four divisions have not been extensively detailed. There are, however, a number of considerations beyond the steps outlined for logical progression in each of the functional fields in each of the divisions. First and foremost, an individual must have demonstrated an ability to work with and through people to accomplish the major objectives of the organizational mission in an efficient manner. It can also be assumed that any person desiring to become a supervisor in any part of the Geographic Area must have demonstrated substantive competence, ability to perform in a function or functions of a given component, a broad and yet comprehensive knowledge of intelligence, its methods and operations, and be thoroughly familiar, by virtue of extended experience, with the objectives, mission and function of the unit which he will supervise. Supervisors will not be chosen only because they have completed a number of years experience, have taken a number of courses offered by Training, or because they have completed certain tasks satisfactorily. An additional

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necessary factor will be that they have demonstrated in their day-to-day work the qualifications and characteristics necessary for getting work done with and through people.

1. Cartography Division

a. Senior Cartographer. Objectives: To provide, over a period of years, the following on-the-job experiences and extra-divisional training which will lead to the maximum development of any geographer/cartographer to the highest research position as senior cartographer:

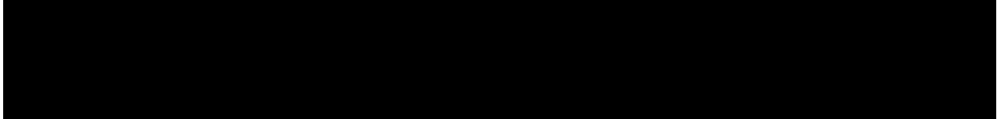
- (1) An opportunity to develop research ability leading to intelligence production in cartographic form by:
  - (a) On-the-job experience in developing research techniques as applied to cartographic compilation.
  - (b) A thorough introduction into such research method at other facilities in and around the Washington, D. C. area.
  - (c) Language training, as necessary, in those languages required to develop a capability sufficient to use maps and supplementary sources demanded in the normal compilation methods as employed by the Division.
  - (d) Special training in the field of photo interpretation in order to employ this special technique in the compilation process.
  - (e) Assignment to varied projects to develop ability to perform intelligence research involving the numerous types of substantive data inherent in high-quality intelligence map production.

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(2) An opportunity to acquire first-hand knowledge on areas of specialization by:

- (a) Continuous use of pertinent intelligence materials on the area of specialization.
- (b) Additional foreign travel in area of specialization enroute to and from attendance at international cartographic conferences and visits to foreign cartographic institutions.

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- (c) 
- (d) Visits to analogous areas in this country when foreign travel to the area of specialization is not practical.
- (e) Maintenance of working level contacts with counterparts in other components of the Agency and other pertinent agencies in the field of intelligence.
- (f) Attendance at regional conferences, conventions, seminars, and national meetings of professional geographic societies.
- (g) Encouragement to stay abreast of the literature in the field of area specialization.
- (h) Additional regional courses in the event the person transfers from one area of specialization to another.

(3) An opportunity to acquire first-hand knowledge on improved cartographic techniques by:

- (a) Assignment to the Cartography Division's training course at the time of entrance on duty with the Division.

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- (b) Assignments of responsibility to design all types of maps covering the numerous categories of data handled by the Division.
  - (c) Additional course work, when available, specifically designed around improved cartographic techniques.
  - (d) Encouragement to experiment with new cartographic techniques and publish results, if pertinent.
  - (e) Encouragement to remain well informed in the field of cartographic techniques by reading current literature.
  - (f) Attendance at cartographic conferences, both foreign and domestic.
  - (g) Guidance from the Development and Construction Branch in improved techniques and procedures.
- (4) An opportunity to perform in the field of coordination and maintain contacts by:
- (a) Assignments on Divisional, Area, Office, Agency, and inter-Agency committees concerned with the field of interest.
  - (b) Personal experiences through collaboration with components of the DD/I, DD/P, and DD/S Areas in developing requirements to be placed on the Division.
- b. Branch Chief. The required training and experience for consideration to branch chief assignment are the same as for senior cartographer in addition to the following:
- (1) Experience as a deputy branch chief.
  - (2) Training courses in management and administration.



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- (3) Experience in directing the research of subordinates and substantively editing the work of other cartographers.
- (4) Proven ability to supervise persons of a lower level of responsibility in a realistic and effective manner so that the best possible working relations exist in the unit.
- (5) Research experience and knowledge of two or more countries in the area of specialization.

c. Cartographic Compilation Aid. Objectives: To provide, over a period of years, the following on-the-job experiences and other training which will lead to the maximum development of a cartographic compilation aid:

- (1) An opportunity to increase technical skill and competence by:
  - (a) Daily opportunity to employ improved techniques and cartographic procedures.
  - (b) Re-training in the Division's training course when required to understand and bring into play new techniques.
  - (c) Special course work in the design and presentation techniques of statistical data.
  - (d) Course study opportunity in the field of map reproduction techniques.
  - (e) Encouragement to experiment with new design and map construction techniques.
  - (f) Guidance from the Cartographic Laboratory in advanced map and chart technique methods.

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- (g) Special course study, training, and experience in the field of terrain shading at both domestic and foreign cartographic and geographic institutions, when available.  
(Applies to limited numbers of persons only.)
- (2) An opportunity to increase basic cartographic compilation ability by:
  - (a) Daily opportunity to employ the compilation techniques as practiced in the Division.
  - (b) Extra training in the Division's training course to emphasize compilation techniques.
  - (c) Course work in basic geographic subjects, as pertinent.
  - (d) Guidance from the Regional Compilation Branches in basic compilation methods.
  - (e) Attendance at cartographic conferences in and around the Washington, D. C. area.
  - (f) Periodic visits to mapping and charting agencies in and around the Washington, D. C. area.
  - (g) As applicable in the terrain shading procedure, extra course work in basic physiographic features of the earth.
  - (h) When requested and applicable, guidance from the supervisory staff regarding appropriate extra course work toward fulfilling the minimum requirements for transfer to professional cartographic compilation work.

- d. Cartographic Draftsman. Objectives: To provide, over a period of years, the following on-the-job experiences and other training which will lead to the maximum development of a cartographic draftsman:
- (1) An opportunity to increase technical skill by:
    - (a) Attendance at the training course in the Division in order to become familiar with the techniques, standards, and procedures as practiced by Cartography Division.
    - (b) Daily opportunity to put into practice these accepted techniques and procedures.
    - (c) Periodic re-training in the field of drafting and scribing when new techniques or materials are introduced into the procedures.
    - (d) Encouragement to suggest new drafting and scribing techniques.
    - (e) Guidance from the Cartographic Laboratory on newly developed drafting and scribing techniques and procedures.
  - (2) An opportunity to increase competence by:
    - (a) Special course work in map reproduction techniques.
    - (b) Attendance at cartographic conferences in and around the Washington, D. C. area.
    - (c) Periodic visits to cartographic drafting units in and around the Washington, D. C. area.
    - (d) Encouragement to develop ability to do basic compilation work of the cartographic aid type.

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2. Geography Division

a. Senior Analyst. Objectives: To provide, over a period of years, the following on-the-job experiences and extra-divisional training which will assist in the maximum development of any (low)-graded analyst so that he may achieve the highest possible position in the field --senior analyst.

- (1) An opportunity to learn his countries or regions of specialization by:
  - (a) Daily perusal of pertinent intelligence materials, covert and overt, for an extended period.
  - (b) Visit his area or areas for three months at approximately every four years.
  - (c) Where area travel is impossible, then trips to analogous areas abroad or in this country.
  - (d) In addition (b) above a three to four month procurement mission to his area and/or surrounding areas is recommended.
  - (e) By enrollment in outstanding regional courses on area of specialization with the object of gaining new knowledge or for review.
  - (f) Attendance at conferences, conventions, and meetings of appropriate scientific, professional, or technical societies.

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- (2) An opportunity to develop his research abilities by:
  - (a) A thorough introduction to the research facilities in and outside of Washington.
  - (b) A thorough introduction into the research methods as practiced in the Geography Division.
  - (c) Strong encouragement to experiment with new research methods or to introduce methods not at present practiced in D/GG.
  - (d) Experience in producing at least one of the many types of reports put out by D/GG.
  - (e) Developing a geographic reading knowledge of German and one other Indo-European language. Analysts working in the Far East should have an opportunity to learn Chinese or Japanese in addition to an Indo-European language.
  - (f) Thorough guidance from the Editorial Staff in all forms of written and graphic presentation.
  - (g) After a period of years a short refresher course in geographic techniques and methods.
  - (h) Periodic short courses in the technical aspects of his field (e.g., E&E).
- (3) An opportunity to practice coordination and make contacts by:
  - (a) Serving one year and/or coordinating at least two NIS Chapters IX and several Sections 19, on the Coordination Staff.
  - (b) Serving on inter-branch, inter-regional and even inter-area committees occasionally.

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b. Branch Chief. The necessary experience to be had and training to be taken for a branch chief are the same as for a senior analyst. In addition he should have:

- (1) Knowledge of and research experience in two or more countries-- groupings or areas in his region.
- (2) Experience as deputy branch chief.
- (3) Experience in substantively editing other analysts work.
- (4) Experience in directing the research of subordinate analysts.
- (5) Training courses in administration and management.

It is understood that in the case of the branch chief he will have acquired his experience and training prior to assuming his supervisory position.

### 3. Map Library Division

a. Librarian (Supervising Cataloger or Reference). Objectives: To provide over a period of years, on-the-job experience and additional training which will assist in the maximum development of any junior grade librarian for progression to higher level librarian positions (cataloger or reference).

- (1) An opportunity for on-the-job experience to develop
  - (a) A competent knowledge of map and book cataloging principles as practiced in the Map Library.
  - (b) A comprehensive knowledge of the geographical reference materials held in the various collections of the Map Library.

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- (c) Knowledge of servicing units in other mapping agencies utilized by the intelligence community.
  - (d) A working knowledge of the functions of each branch in the Map Library Division.
  - (e) General knowledge of the functions of each Division in the Geographic Area.
- (2) An opportunity for extra training to increase competence through
- (a) Reading courses of Indo-European languages (or Chinese, Japanese as required) pertinent to area of responsibility.
  - (b) Basic country survey courses as required.
  - (c) General geography courses as required.
  - (d) Area geography courses as required.
  - (e) Library science courses as required.
  - (f) Basic supervision courses as required.
- (3) An opportunity to keep informed of current research and activities in professional fields by
- (a) Attending conferences, conventions and meetings of library associations.
  - (b) Attending conference conventions and meetings of geography associations.
  - (c) Viewing travel films and attending lectures on geographical subjects.
  - (d) Reading geographic literature.

b. Geographer Area Desk Officer or Reference Geographer. Objectives:

To provide over a period of years, on-the-job experience and additional training which will assist in the maximum development of any junior grade geographer for progression to higher level positions as geographers in Procurement or Reference Branches.

(1) An opportunity for on-the-job experience and briefings to develop

- (a) A knowledge of the holdings and reference tools of the Map Library and an ability to utilize these resources in giving reference service and in the preparation of requirements; a general knowledge of the holdings of other government map libraries and a detailed knowledge of their requirements.
- (b) An ability to evaluate map holdings with view to selecting irrelevant and obsolete materials, and to recognize significant gaps to be filled by the preparation of requirements.
- (c) A working knowledge of the functions of each branch in the Map Library Division and a general knowledge of the functions of each Division of the Geographic Area.
- (d) A detailed knowledge of collection channels and techniques in CIA, Department of State, Department of Defense, the Library of Congress and other civilian agencies. An



understanding of the relationships between the intelligence components of the Department of Defense and the mapping components.

- (e) A knowledge of the research programs, research techniques, sources of information and end uses of products of other parts of the Geographic Area. An understanding of the research programs served by the other participating agencies in the Inter-Agency Map Procurement Program.
- (f) A general working knowledge of terminology and techniques used in surveying, mapping and reproduction.
- (g) An overall knowledge of the mapping programs of U.S. mapping agencies and of commercial and governmental programs involving overseas mapping.
- (h) An ability to interpret and evaluate maps.
- (2) An opportunity for extra training to increase competence through
  - (a) Reading courses of Indo-European languages (or Chinese, Japanese as required) pertinent to area responsibility.
  - (b) Basic country survey courses as required.
  - (c) General geography courses as required.
  - (d) Area geography courses as required.
- (3) An opportunity to keep informed of current research in professional fields by attending conference conventions and meetings of geography associations.

- (4) An opportunity for viewing travel films and attending lectures on geographical subjects.

4. Photo Intelligence Division

a. Senior Analyst. Objectives: To provide over a period of time the following on-the-job experiences and extra-divisional training that will make possible the maximum development of any analyst at lower grade to the highest research position as senior analyst.

(1) Opportunity to develop research abilities by:

- (a) On-the-job experience in the developing of intelligence data as observed in or interpretable from the latest available photography.
- (b) University training, as necessary, in photogrammetry, photogeography or photogeology and regional geographic studies, phytogeography and other regional surveys in the earth sciences.
- (c) Attendance at the Industrial War College and training in military schools, colleges, and agencies, including courses in strategic intelligence, escape and evasion, radar reconnaissance systems and interpretation, special weapons orientation, and others dealing with aspects of reconnaissance and photo intelligence systems.
- (d) Language training, as necessary, in Russian, German and one or more Romance languages to develop a capability

sufficient to use maps and charts in these languages and to identify the nature of the content of documents and publications.

- (e) Working acquaintance with the Department of Defense Photo Intelligence, Research, and related centers overseas and within the limits of the U.S.
  - (f) Attendance at technical conferences, conventions and national meetings of scientific, professional or technical societies.
  - (g) Strong encouragement to experiment with and to develop new research methods and techniques in photo intelligence.
  - (h) Developing and teaching short courses in his field of specialization in support of inter-divisional training and in coordination with the Office of Training of Photo intelligence training for CIA personnel.
- (2) Opportunity to learn countries or regions of specialization by:
- (a) Visits to the subject countries or analogous regions to secure area training or specialty training for periods ranging from a few weeks to three months every four or five years.
  - (b) Daily examination of pertinent intelligence materials covering the areas of specialization.

(3) Opportunity to establish and maintain coordination and contacts by:

- (a) Intimate knowledge and personal experience through collaboration with components of the DD/I area down to branch level, and experience in handling DD/P problems.
- (b) Experience in Area, Office, Agency and Inter-Agency committees with emphasis on Department of Defense agencies.

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- b. Branch Chief. The experience to be had and necessary training to be taken by a branch chief are the same as for a senior analyst. but in addition the branch chief should have:
- (1) Experience as a deputy branch chief.
  - (2) Training courses in management and administration.
  - (3) Research experience and knowledge of two or more countries or geographic regions of the world.
  - (4) Experience in directing the research of subordinates and substantively editing other analysts' work.